

ADMINISTRATIVE - INTERNAL USE ONLY

DD/A Registry

File *Personnel-11*

11 February 1976

MEMORANDUM FOR: The Deputy Director for Administration

SUBJECT : ADMAG Comments on Employee Perceptions

1. On 10 December, ADMAG conducted an evening discussion session at the Trends and Highlights Course. [REDACTED] Members attending were Messrs. [REDACTED]

[REDACTED] also attended the session as an observer. The purpose of the session was two-fold; bring the existence of ADMAG to the attention of Directorate personnel and bring some of their comments to ADMAG's attention. All attending ADMAG members came away with the impression that the evening was well spent, and that this type of encounter is worth continuing. ADMAG has since been asked to return to the next running of the course, in late February, as part of the regular format.

2. Members had felt that ADMAG was not generally known to the Directorate as a whole; a serious problem for a group which has, as one of its purposes, the task of surfacing ideas and problems affecting the entire Directorate. ADMAG's past anonymity was confirmed by the initial response from the Trends and Highlights attendees, with few knowing of its existence and fewer yet aware of its purpose. Continued exposure to groups such as this will assist in establishing ADMAG's position within the Directorate.

3. A primary discussion topic raised by ADMAG was the 16 October memorandum to Mr. Colby from Mr. Blake, concerning employee perceptions. Although few present had been queried by their offices in preparation for the memorandum, the group appeared to be in general agreement with Mr. Blake's comments. They did not feel that morale had significantly decreased and there was a general feeling that the bulk of the attacks against the Agency were attempts for personal publicity. There was widespread

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comment that Agency personnel should have heard of the incidents initially from Agency leaders rather than the press. Some concern was expressed regarding the effects publicity was having on overseas operations, and some spoke on the lack of personal or legal protection afforded Agency personnel. Everyone realized certain risks were a known part of any overseas assignment and the feeling was that adverse publicity was increasing those risks. In retrospect, it is interesting to note that their comments were made only a few days prior to Mr. Richard Welch's assassination in Athens.

4. The group was queried as to how many had read the Directorate's Personnel Management Handbook--a few; or the Directorate's History and Functions--fewer yet. Enough curiosity was generated, we hope, for individuals to seek those documents out in their offices. We understand they will be made available to future Trends and Highlights groups.

5. One subject raised by the group would bear further ADMAG attention. This is the long standing problem of distribution of vacancy notices. It is a subject that has been reviewed many times but, judging from the strength of their feelings, would bear looking into once more. Many people still feel they are not being adequately advised of position openings under the current system.

6. One final question raised by the group bears mention here. They wanted to know whether ADMAG actually had any "clout" with Mr. Blake. Our response was that we felt there was no question but that we had access to Mr. Blake and could present our points of view. This direct access is the most important thing ADMAG has to offer to members of the Directorate who feel their own access to senior management is limited.

STATINTL


Member, ADMAG

cc: Trends and Highlights Attendees
8-12 Dec 75 Course

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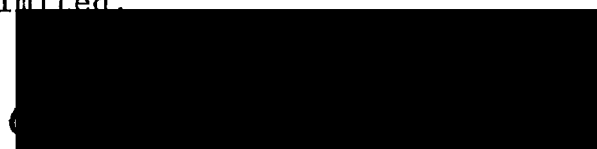
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Member, ADMAG

cc: Trends and Highlights Attendees
8-12 Dec 75 Course

DD/A Registry
File Personnel-11

Special Counsel to the DCI
Room 7D-60
Headquarters

Mitch:

Thought you might like to read the
attached:

Att: DD/A 75-4857

John F. Blake
Deputy Director for Administration 10/21/75

Att: Cy of Mr. Blake's Memo to 0900 DCI Morning Meeting Members
(DD/A 75-4960 and cy of DD/A 75-4857, Memo to DCI; Subject:
"Employee Perceptions")

STATINTL

Distribution:

Orig RS - SC/DCI (Mr. [REDACTED] w/Cy of Atts

✓ RS - DD/A Subject w/Atts

1 RS - DD/A (JFB Chrono)

DD/A:JFBlake:der (21 October 1975)

☐ UNCLASSIFIED ☐ INTERNAL USE ONLY ☐ CONFIDENTIAL ☐ SECRET

Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

SUBJECT: (Optional)				
FROM: John F. Blake Deputy Director for Administration Room 7D-26, Headquarters		EXTENSION 5454	NO. DATE 21 October 1975	
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
				Gentlemen:
2.				As mentioned at the 0830/DDA Morning Meeting of this date, forwarded herewith for your information is a copy of the memorandum to the Director on "Employee Perceptions" and a copy of the Director's Statement before the New York Council, Navy League of the United States on 20 Oct. 1975
3.				
4.				
5.				2 Atts
6.				Distribution:
7.				1 - Ea DD/A Office Director w/Atts
8.				✓ 1 - DD/A Subject w/Atts
9.				1 - DD/A Chrono w/o Atts
10.				1 - JFB Chrono w/o Atts
11.				DD/A:JFBBlake:der (21 Oct 1975)
12.				
13.				
14.				
15.				

Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

Administrative - Internal Use Only

9 OCT 1975

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Deputy to the DCI for the Intelligence
Community
Deputy to the DCI for National Intelligence
Officers
Inspector General
General Counsel
Legislative Counsel
Assistant to the Director

SUBJECT : Employee Perceptions

1. There is attached a memorandum of 16 October 1975 addressed to the Director entitled "Employee Perceptions". The background of the memorandum is recorded in its first paragraph.

2. The Director returned the paper to me on 18 October with the following comment:

"Most interesting - Suggest circulate to 9 a.m. meeting."

A copy is forwarded to you as suggested by the Director. As I am sure you will recognize, the penciled check marks are his.

John F. Blake

John F. Blake
Deputy Director
For
Administration

Att:

Distribution:

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STATINTL
Original - DDI 1 - D/DCI/IC 1 - General Counsel
1 - DDO 1 - D/DCI/NIO 1 - Legislative Counsel
1 - DDS&T 1 - IG
1 - Asst to DCI (Mr. Thuermer) 1 - Gold - [redacted] w/att
Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

* 1 - EA DD/A OFFICE DIR

* 21 OCT 1975

DD/A Distribution:

- 1 - DD/A Subject w/Orig of Att (DD/A 75-4857)^{ER} (ref ER-11903/1)
- 1 - DD/A Chrono w/cy Att
- 1 - JFB Chrono w/o att

DD/A:JFBBlake:der (20 October 1975)

Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

DD/A 75-4857

16 OCT 1975


MEMORANDUM FOR: Director of Central Intelligence
SUBJECT : Employee Perceptions

Sir:

1. Recently I asked the DDA Office Directors to elicit as best they could, in a low key manner, employee perceptions of how they see the Agency, the Office, and the individual. My request was prompted by the spate of publicity, including open Senate hearings, during recent weeks. I thought you might be interested in a composite based on the Office submissions.

2. As you might expect, individual responses ranged over the entire spectrum, from morale being eroded to morale being high, from the Director giving too much information to the Director doing exactly what is needed, from the Agency having engaged in reprehensible activities to the Agency having made minor mistakes trumpeted far beyond their importance. Attempting to draw a thread of consistency, therefore, is a bit difficult, but the following does provide some insight as to what the DDA employees perceive.

A. Morale: The definition of morale presents a problem. In any number of instances an individual reflects that his morale is good, but then goes on to express concerns about the investigations, the future of the Agency and his job security, which are part of the fabric of morale. In other words, it appears that he is reluctant to admit that his morale is being affected, but indirectly there is evidence that it is. Interestingly, morale appears to be higher among the rank and file and younger personnel than it does among those who have been with the Organization a longer period of time and are in more senior positions. This latter point relates to the



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fact there seems to be concern with the amount of "unproductive" time spent responding to congressional committees at the expense of carrying out one's duties and responsibilities, and the fact that a career of dedicated service is now open to criticism and question.

B. Reaction to Media: By and large those who have commented reacted negatively to the media indicating that in whatever form, the media is biased and politically oriented. One only hears or reads the sensational. Favorable comments or commentaries are seldom heard. ✓

C. Reaction to Investigations: Depending on the extent to which an Office is involved with the investigations, there is a high degree of sensitivity or relative indifference to what is going on. Generally, there is a reflection that a fair and responsible investigation into Agency activities is desirable. There seems to be general acceptance that further controls and specific delineations of responsibility by which the Agency might be guided would be wise. On the other hand, the reactions seem to indicate the Agency is not getting a fair shake and that Senators are using the hearings for their personal political futures and to expose the sensational in their own best interests. There is an indication that employees feel a certain amount of disillusionment, concern, and even revulsion at the revelations of the Senate hearings. There is an indication that long-term, devoted Agency employees have been somewhat betrayed. There seems to be a consistent thread that shows the younger employees are less concerned about the hearings than the long-term veterans who, over the years, were convinced of the Agency's effectiveness and goodness, and now have it thrown open to ridicule. ✓

D. Future: There is obvious concern for the uncertainty of the future of the Agency and whether or not it will continue to be able to fulfill its mission. The Agency's credibility has been damaged and to what extent it is reparable leaves some question. Recognizing that changes will be forthcoming in terms of greater control and accountability, there is concern that these might stifle creativity, imagination, ✓

ADMINISTRATIVE - INTERNAL USE ONLY

- 3 -

innovation and growth. With more red tape, the Agency will become a more typical government agency. There are those who recognize that on the short-term there might well be a serious impact on the Agency, but on the long haul the Agency will survive and might be better for having gone through these investigations. ✓

E. Mr. Colby's Image: By and large there is high praise and respect for Mr. Colby's personal honesty, forthrightness, character, and leadership. To quote one person, Mr. Colby has "been a perfect gentleman and has shown the patience of a saint and the endurance of an Apache Indian . . ." He is the best representative the Agency could have at this time. There is recognition that he is taking the rap for activities that happened prior to his watch. On the other hand, despite the respect for him and his patient handling of the committees, there is concern that he is providing too much information and revealing too many activities. Perhaps it is time for him to take a stronger defensive position on behalf of the Agency and its mission. ✓✓

F. Effects and Reaction: While a number of individuals comment that their morale is good, they now feel a sense of embarrassment and shame in admitting that they work for the Agency. There is a loss of pride related to earlier feelings that the Agency was indeed "the best" in government. There is recognition that the Agency has lost prestige and credibility and faces an atmosphere of uncertainty. Another quote--"I sense a degree of bewilderment that our proud house should prove so apparently vulnerable." Although not reported in a pointed sense, there is an indication of concern for job security in the future. By and large the hearings, their revelations, while questioned in terms of their complete authenticity, appear to have a gradually eroding effect on the conscience and morale of the employees. There was an emphatic reaction from one Office that the [REDACTED] testimony was by far the most damaging and demoralizing challenge to the Agency. It was emphasized that his testimony must not go unchallenged. One final quote might be worth noting: "Since I don't really believe the Agency has ever been effectively managed, I don't find our present circumstances too unusual." ✓✓

STATINTL


ADMINISTRATIVE - INTERNAL USE ONLY

- 4 -

3. In summary, employee perceptions seem to reflect a "hang in there" attitude. Rather than reflecting poor morale per se, they reflect a sense of frustration and uncertainty. It would be less than honest, however, to say that morale has not been affected. There were precious few constructive suggestions toward offsetting these difficult times except to find ways of publicizing Agency successes, but even here one recognizes the difficulty of doing so without jeopardizing sources and methods. ✓

4. The above composite as well as all information received from the Offices has been reviewed by the Administration Management Advisory Group (ADMAG). No other distribution has been made. I leave it to your discretion whether this would be an appropriate time to circulate to the other Directorates.

STATINTL



John F. Blake
Deputy Director
for
Administration

SENDER WILL CHECK CLASSIFICATION TOP SECRET CONFIDENTIAL UNCLASSIFIED

OFFICIAL ROUTING SLIP

Executive Registry
75-16903/1

TO	NAME AND ADDRESS	DATE	INITIALS
1	Director of Central Intelligence	10/18	mc/LM
2	DDA		
3			
4			
5			
6			

<input type="checkbox"/>	ACTION	<input type="checkbox"/>	DIRECT REPLY	<input type="checkbox"/>	PREPARE REPLY
<input type="checkbox"/>	APPROVAL	<input type="checkbox"/>	DISPATCH	<input type="checkbox"/>	RECOMMENDATION
<input type="checkbox"/>	COMMENT	<input type="checkbox"/>	FILE	<input type="checkbox"/>	RETURN
<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>	INFORMATION	<input type="checkbox"/>	SIGNATURE

Remarks:

Most interesting -
Suggest circulate
to 9 a.m. mtg -

9 10/18/75

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.		DATE
Deputy Director for Administration		

DD/A Registry

File Personnel 11

DDA 75-4857

16 OCT 1975

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Deputy Director
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Distribution:

Orig - DCI
1 - DDCI
1 - ER
① - DDA Subject w/background
1 - DDA Chrono
1 - JFB Chrono
1 - RFZ Chrono

STATINTL

EO-DDA/ [REDACTED] / ADMAG
14 Oct 75)

STATINTL

STATINTL

Background: (1) Memo for Chairman/ADMAG fr [REDACTED] dtd 5 Oct 75, subject: Employee Perceptions
(2) Draft memo to DCI, subject: Employee Perceptions, prepared by [REDACTED] on 1 Oct 75
(3) Memos fr Office Directors relaying comments on employee perceptions: DD/A 75-4467, 75-4638, 75-4535, 75-4536, 75-4517, 75-4524, 75-4469, 75-4528
(4) Memo to EO-DDA fr Chairman/ADMAG dtd 8 Oct 75, subject ADMAG Review of your Paper on Employee Perceptions (DD/A 75-4780)

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20 OCT 1975

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Deputy Director for Operations
Deputy Director for Science and Technology
Deputy to the DCI for the Intelligence
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Deputy to the DCI for National Intelligence
Officers
Inspector General
General Counsel
Legislative Counsel
Assistant to the Director

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ADMINISTRATIVE (30 OCTOBER 1975)

1 - THE CHIEF OF STAFF

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ATTENTION: EMPLOYEE PERCEPTIONS (30 OCTOBER 1975)

ADMINISTRATIVE (30 OCTOBER 1975)

Distribution:

Original - DDI	1 - D/DCI/IC	1 - General Counsel
1 - DDO	1 - D/DCI/NIO	1 - Legislative Counsel

DD/A Distribution:

- 1 - DD/A Subject w/Orig of Att (DD/A 75-4857)
- 1 - DD/A Chrono w/cy Att
- 1 - JFB Chrono w/o att

DD/A:JFBBlake:der (20 October 1975)

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fact there seems to be concern with the amount of "unproductive" time spent responding to congressional committees at the expense of carrying out one's duties and responsibilities, and the fact that a career of dedicated service is now open to criticism and question.

B. Reaction to Media: By and large those who have commented reacted negatively to the media indicating that in whatever form, the media is biased and politically oriented. One only hears or reads the sensational. Favorable comments or commentaries are seldom heard. ✓

C. Reaction to Investigations: Depending on the extent to which an Office is involved with the investigations, there is a high degree of sensitivity or relative indifference to what is going on. Generally, there is a reflection that a fair and responsible investigation into Agency activities is desirable. There seems to be general acceptance that further controls and specific delineations of responsibility by which the Agency might be guided would be wise. On the other hand, the reactions seem to indicate the Agency is not getting a fair shake and that Senators are using the hearings for their personal political futures and to expose the sensational in their own best interests. There is an indication that employees feel a certain amount of disillusionment, concern, and even revulsion at the revelations of the Senate hearings. There is an indication that long-term, devoted Agency employees have been somewhat betrayed. There seems to be a consistent thread that shows the younger employees are less concerned about the hearings than the long-term veterans who, over the years, were convinced of the Agency's effectiveness and goodness, and now have it thrown open to ridicule. ✓

D. Future: There is obvious concern for the uncertainty of the future of the Agency and whether or not it will continue to be able to fulfill its mission. The Agency's credibility has been damaged and to what extent it is reparable leaves some question. Recognizing that changes will be forthcoming in terms of greater control and accountability, there is concern that these might stifle creativity, imagination, ✓

- 3 -

innovation and growth. With more red tape, the Agency will become a more typical government agency. There are those who recognize that on the short-term there might well be a serious impact on the Agency, but on the long haul the Agency will survive and might be better for having gone through these investigations. ✓

E. Mr. Colby's Image: By and large there is high praise and respect for Mr. Colby's personal honesty, forthrightness, character, and leadership. To quote one person, Mr. Colby has "been a perfect gentleman and has shown the patience of a saint and the endurance of an Apache Indian . . ." He is the best representative the Agency could have at this time. There is recognition that he is taking the rap for activities that happened prior to his watch. On the other hand, despite the respect for him and his patient handling of the committees, there is concern that he is providing too much information and revealing too many activities. Perhaps it is time for him to take a stronger defensive position on behalf of the Agency and its mission. ✓

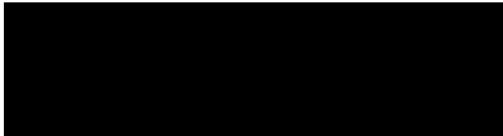
F. Effects and Reaction: While a number of individuals comment that their morale is good, they now feel a sense of embarrassment and shame in admitting that they work for the Agency. There is a loss of pride related to earlier feelings that the Agency was indeed "the best" in government. There is recognition that the Agency has lost prestige and credibility and faces an atmosphere of uncertainty. Another quote--"I sense a degree of bewilderment that our proud house should prove so apparently vulnerable." Although not reported in a pointed sense, there is an indication of concern for job security in the future. By and large the hearings, their revelations, while questioned in terms of their complete authenticity, appear to have a gradually eroding effect on the conscience and morale of the employees. There was an emphatic reaction from one Office that the [REDACTED] testimony was by far the most damaging and demoralizing challenge to the Agency. It was emphasized that his testimony must not go unchallenged. One final quote might be worth noting: "Since I don't really believe the Agency has ever been effectively managed, I don't find our present circumstances too unusual." ✓

STATINTL

- 4 -

3. In summary, employee perceptions seem to reflect a "hang in there" attitude. Rather than reflecting poor morale per se, they reflect a sense of frustration and uncertainty. It would be less than honest, however, to say that morale has not been affected. There were precious few constructive suggestions toward offsetting these difficult times except to find ways of publicizing Agency successes, but even here one recognizes the difficulty of doing so without jeopardizing sources and methods. ✓

4. The above composite as well as all information received from the Offices has been reviewed by the Administration Management Advisory Group (ADMAG). No other distribution has been made. I leave it to your discretion whether this would be an appropriate time to circulate to the other Directorates.



John F. Blake
Deputy Director
for
Administration

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Mr. [REDACTED]

2F-28 Hqs.

Jack Blake suggested I get this material down to you for ADMAG review. I put the summary memo together, but with no pride of authorship; if you disagree with any points I make, don't hesitate to let me know.

Atts: Draft of memo to DCI, subject: Employee Perceptions
1 cy ea. of DD/A 75-4467, 4638, 4535, 4536, 4517, 4524, 4469, 4528 re subject as above

Distribution:

STATINTL Orig RS - Adse. w/atts

(1) DDA Subject w/atts
[REDACTED] PFZ Chrono w/o atts
[REDACTED] EO-DDA 7D-26

x6535

EO-DDA [REDACTED]:nh (1 Oct 75)
10/1/75

STATINTL

Atts: DDA 75-4467, Memo to DDA fr Acting D/Commo dtd 19 Sept 75, subject: Employee Perceptions (2) DD/A 75-4638, Memo to DDA fr D/Fin dtd 24 Sept 75, subject: Effects of House Select Committee and Senate Select Committee Investigations (3) DD/A 75-4535, Memo to DDA fr D/JCS dtd 24 Sept 75, subject: Effect of CIA Investigations on OJCS Personnel (4) DDA 75-4536, Memo to DDA fr D/Log dtd 24 Sept 75 subject: OL Personnel Attitudes Concerning Current Investigations (5) DDA 75-4517, Memo to DDA fr D/Med.Serv., dtd 23 Sept 75, subject: OMS Morale (6) DDA 75-4524, Memo to DDA fr D/Pers dtd 23 Sept 75, subject: Employee Reaction to DCI's Speech at Annual Awards Ceremony & to Congressional Hearings on Intel. Activities (7) DDA 75-4469, Memo to DDA fr Acting D/Sec dtd 19 Sept 75, subject: Employees Reactions to Congressional Hearings (8) DDA 75-4528, Memo to DDA fr D/Training dtd 24 Sept 75, subject: Employee Perceptions Regarding the current Investigations and Newspaper Allegations

DRAFT

25X1A

MEMORANDUM FOR: Director of Central Intelligence
SUBJECT : Employee Perceptions

Sir:

1. Last week I asked the DDA Office Directors to elicit as best they could, in a low key manner, employee perceptions of how they see the Agency, the Office, and the individual. My request was prompted by the spate of publicity, including open Senate hearings, during recent weeks. I thought you might be interested in a composite based on the Office submissions.

2. As you might expect, individual responses ranged over the entire spectrum, from morale being eroded to morale being high, from the Director giving too much information to the Director doing exactly what is needed, from the Agency having engaged in reprehensible activities to the Agency having made minor mistakes trumpeted far beyond their importance. Attempting to draw a thread of consistency, therefore, is a bit difficult, but the following does provide some insight as to what the DDA employees perceive:

A. Morale: A basic problem is the definition of morale. In any number of instances an individual reflects that his morale is good, but then goes on to express concerns about the investigations, the future in terms of the Organization and job security, and the ability to carry out a mission, which are indeed part of the fabric of morale. In other words, he appears reluctant to admit that his morale is being affected, but indirectly he addresses concerns and apprehensions which indicate morale is being affected. Interestingly, morale appears to be higher among rank

- 2 -

and file and younger personnel than it does among those who have been with the Organization a longer period of time and are in more senior positions. This latter point relates to the fact there seems to be concern with the amount of "unproductive" time spent responding to congressional committees at the expense of carrying out one's duties and responsibilities, and the fact that a career of dedicated service is now open to criticism and question.

B. Reaction to Media: By and large those who have commented reacted negatively to the media indicating that in whatever form, the media is biased and politically oriented. One only hears or reads the sensational. Favorable comments or commentaries are seldom heard.

C. Reaction to Investigations: Depending on the extent to which an Office is involved with the investigations, there is a high degree of sensitivity or relative indifference to what his going on. Generally, there is a reflection that a fair and responsible investigation into Agency activities is desirable. There seems to be general acceptance that further controls and specific delineations of responsibility by which the Agency might be guided would be wise. On the other hand, the reactions seem to indicate the Agency is not getting a fair shake and that Senators are using the hearings for their personal political futures and to expose the sensational in their own best interests. There is an indication that employees feel a certain amount of disillusionment, concern, and even revulsion at the revelations of the Senate hearings. There is an indication that long-term, devoted Agency employees have been somewhat betrayed. There seems to be a consistent thread that indicates the younger employees in the Agency are less concerned about the hearings than the long-term veterans who, over the years, were convinced of the Agency's effectiveness and goodness. ~~There are, as well, indications from some quarters a more positive resolve to do an even better job on behalf of the Agency.~~

- 3 -

D. Future: There is obvious concern for the uncertainty of the future of the Agency and whether or not it will continue to be able to fulfill its mission. The Agency's credibility has been damaged and to what extent it is reparable leaves some question. Recognizing that changes will be forthcoming in terms of greater control and accountability, there is concern that these might stifle creativity, imagination, innovation, and growth. With more red tape, the Agency will become a more typical government agency. There are those who recognize that on the short-term there might well be a serious impact on the Agency, but on the long haul the Agency will survive and might be better for having gone through these investigations.

E. Mr. Colby's Image: By and large there is high praise for Mr. Colby's honesty, forthrightness, character and leadership. There is great respect for him. To quote one person, Mr. Colby has "been a perfect gentleman and has shown the patience of a saint and the endurance of an Apache Indian . . ." There is recognition that he is taking the rap for activities that happened prior to his watch. There are those who profess that they will work harder and with greater dedication toward supporting him. ~~as the Director~~. On the other hand, despite the respect for him and his patient handling of the committees, there is concern that he is providing too much information and revealing too many Agency activities. While not a consistent thread, there is an indication that it is time for him to take a stronger defensive position on behalf of the Agency and its activities.

F. Effects and Reaction: While a number of individuals comment that their morale is good, they now feel a sense of embarrassment and shame in admitting that they work for the Agency. There is a loss of pride related to earlier feelings that the Agency was indeed "the best" in government. There is recognition that the Agency has lost prestige

- 4 -

and credibility and faces an atmosphere of uncertainty. Another quote--"I sense a degree of bewilderment that our proud house should prove so apparently vulnerable."

Although not reported in a pointed sense, there is an indication of concern for job security in the future. By and large the hearings, their revelations, while questioned in terms of their complete authenticity, appear to have a gradually eroding effect on the conscience and morale of the employees. There was an emphatic reaction from one Office that the [REDACTED]

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[REDACTED] testimony was by far the most damaging and demoralizing challenge to the Agency. It was emphasized that his testimony must not go unchallenged. One final quote might be worth noting: "Since I don't really believe the Agency has ever been effectively managed, I don't find our present circumstances too unusual."

ILLEGIB

3. In summary, employee perceptions seem to reflect a "hang in there" attitude. Directorate employees do not reflect poor morale, although it would be less than honest to say it has not been affected. There have been precious few recommendations as to what can be done, except to find some way of publicizing Agency successes. But even there, one recognizes the difficulty in doing so without jeopardizing sources and methods.

4. The above composite as well as all information received from the Offices has been reviewed by the Administration Directorate Management Advisory Group (ADMAG). No other distribution has been made. I leave it to your discretion whether this would be an appropriate time to distribute the above to the other Directorates.

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ILLEGIB

for
Administration

ADMINISTRATIVE
INTERNAL USE ONLY

DA 75-4467

OC M75-617

19 SEP 1975

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Employee Perceptions

Sir:

You recently asked the morning staff meeting to attempt to identify employee perceptions and attitudes toward the Agency resulting from the most recent round of public hearings. In a low key fashion, we have attempted to do this within the Office of Communications.

Firstly, there do not appear to be any strong feelings, one way or the other. There is a sense that members of this Office are not sufficiently close to the OTS type of problem to be able to pass any type judgment. In a sense, there is a large measure of indifference toward the hearings, with little voicing of a sense of morale outrage. There is some disappointment expressed in terms of senior officers, in the sense that their management styles seem to insulate them from knowing what was going on. There is some resentment at the tactics of the committees in terms of the protection of classified information and a sense that the committee members' desire for personal and political publicity detracts from the values to be gained from the investigation. Interestingly enough, the people [REDACTED] are much more apprehensive in terms of job security than are the individuals assigned to Headquarters. Most people believe that the concept of the investigations is a good idea, even if they disagree with the manner in which the investigations are being carried out.

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[REDACTED]
Acting Director of Communications

ADMINISTRATIVE
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☐ UNCLASSIFIED ☐ INTERNAL USE ONLY ☐ CONFIDENTIAL ☐ SECRET

Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Employee Perceptions

FROM:

Acting Director of Communications
2D00 Headquarters

EXTENSION

6628

NO.

OC M75-617

DATE

DD/A 75-4467

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DD/A
7D18 Hqs.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

Employee morale

OFFICE DIRECTOR'S READING FILE

~~COMMUNICATIONS~~ ~~(to be delivered to)~~

FINANCE - WILL BE DELIVERED
BY HAND AT 5:00

~~JOINT COMPUTER SUPPORT~~ 9/24

LOGISTICS 9/24

~~MEDICAL SERVICES~~

~~PERSONNEL~~ 9/24

~~SECURITY~~ 9/22

~~TRAINING~~ 9/24

ILLEGIB

DATE: _____

*Response due COB
Wednesday*

DD/A 75-4638
24 SEP 1975

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Effects of House Select Committee and
the Senate Select Committee Investigations

1. In discussions with personnel of the Office of Finance to ascertain their perception of the impact of the House and Senate Investigating Committees I came up with a mixed bag which is briefly described as follows:

a. Among the professional accountants of this Office the reaction has been one of disgust for the Committees, their distorted off-the-cuff charges and unfairness. This has brought about a common defense of the Agency among the professionals which has increased their esprit de corps.

b. They are to the man totally behind the Director and are extending themselves to do a better job than they have ever done to reflect credit on the Director and the Agency.

c. It should be recognized that these professional accountants have no concern about employment because there is a good outside market for their professional skills, therefore, they are talking from true dedication and loyalty to the Agency.

2. Of the non-professional employees their reactions have been very similar. The one overriding theme is their great admiration for the magnificent job Mr. Colby is doing on their behalf. I have been informed that their families, friends, neighbors and professional associates without exception have expressed strong support for the Agency and disgust for the way in which the Committees are

SUBJECT: Effects of House Select Committee and the
Senate Select Committee Investigations

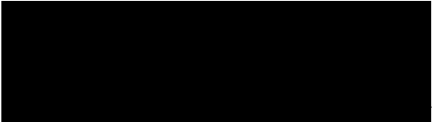
handling the investigations. Many have told of instances where the above category of people have written their Congressmen and Senators telling them of their feelings.

3. One beneficial result from the employees point of view is that for the first time in many cases they have learned what the Agency does and has done. They are proud of what the Agency has accomplished, accepting the few excesses as inevitable for a community of people over a quarter of a century.

4. It has been my experience in interviewing applicants that the publicity given the CIA by the news media and the House and Senate Select Committees has not appeared to deter their interest in working for the Agency. If anything, it may have caused greater desire on the part of many to become affiliated with CIA. Most of the applicants express a firm belief that there is a definite need for the continuance of the intelligence effort and believe that CIA will survive.

5. I do not believe that the recent publicity has had any adverse effect on the morale of finance employees. It appears that a sense of dedication on the part of many is more profound than ever before. In addition, I believe that the recent investigations have served to make individual employees more conscientious in the performance of their duties so that they may give total support to the Director.

STATINTL



Thomas B. Yale
Director of Finance

TRANSMITTAL SLIP		DATE 24 Sept 1975
TO: Deputy Director for Administration		
ROOM NO. 7 D 26	BUILDING HQS	
REMARKS:		
FROM: Director of Finance		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

OJCS 3099-75
24 SEP 1975

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Effect of CIA Investigations on OJCS
Personnel

1. The assessment which follows is drawn from solicited written comments and conversations with various OJCS personnel at all levels. I have tried to categorize and summarize the comments and observations concerning the effects of current Congressional investigations of CIA on OJCS personnel to facilitate assessment. Some of the original comments have been attached to preserve the flavor of some "grass roots" opinions.

2. Summary

OJCS has been relatively removed from the investigations and little impact on productivity or morale has occurred. Work goes on as usual. Most people wish the investigations were over so that we could dedicate the Agency's full energies to accomplishing our mission.

3. Impact on Productivity

The direct involvement of OJCS personnel in responding to requests from investigations has been relatively minor. We have experienced an increase in requests for computer processing from some customer offices related to the investigations, especially for budget and contract information. Heavy workloads and high priorities related to investigations in other offices have delayed OJCS production occasionally when OL/P&PD services or copying machines have been tied up. Generally, the impact on productivity is minor.

4. Reaction to Revelations

The investigations and media coverage are making us aware of Agency activities we would not otherwise be privy to. We cannot always be certain of the accuracy of the reports. We disregard media moralizing and look for hard facts which are confirmed by CIA. There is some concern and confusion about open disclosures of activities and information which we normally treat as classified. We support Mr. Colby's efforts to control the re-

STATINTL

lease of classified information. Some revelations, such as involvement with the Mafia, the handling of the LSD suicide, and the apparent lack of control over the actions of brilliant, but sometimes imprudent employees, is embarrassing and causes dismay. Others such as the [REDACTED] statement that he would resign from the Agency if he were asked to kill someone, are sources of pride.

5. Effect on Morale and Relations with Family, Friends, and Acquaintances

Opinions vary, but generally morale is good. Certainly, there has been some loss in the prestige and glamour associated with CIA employment. Some employees are reluctant or embarrassed to admit they work for the Agency, but most report only friendly ribbing from neighbors and friends. In the metropolitan Washington area, most people seem to be supportive and sympathetic toward the Agency and its employees.

6. Reaction to Mr. Colby's Awards Ceremony Address and Handling of the Investigations

Mr. Colby is the right man to be DCI at this time. He is providing the positive, forthright leadership that is needed. Mr. Colby's openness with Congress is respected, but some employees are concerned that this openness may not be politically prudent. Many fear that he will become the political scapegoat for past activities which have been blown out of proportion.

7. Need for Controls and Definitive Charter

Nearly everyone agrees that the Agency needs a clearly defined charter and a system of controls and their establishment should be the primary objective of the investigations. The question is what should the Agency be doing and how much control is needed. Certainly, any organization our size is bound to make mistakes and the need for management controls increases with the size of the organization. Many are concerned, however, that the Agency will become the victim of bureaucratic hardening of the arteries and be less responsive and effective than the lean, young organization it was in the past.

8. Reaction to Investigators and Media


Reaction is totally negative. Investigations are viewed as political witch hunts to further the careers of the investigators. Most employees would be very receptive to a

professional and responsible investigation but do not believe that is what we are getting. Media is quoting out of context and engaging in sensationalism.

9. Concern for the Future

Employees are unsure about where the investigations are taking us. What will the Agency look like in the future? There is no concern in OJCS about job security because employees are ADP professionals. There is a concern for the effect of the investigations on the Agency's ability to perform its mission - not just the current preoccupation of the Director and Agency management with the investigations (Who's watching the store?), but the long-range effects on the Agency's credibility. In general, it's the atmosphere of uncertainty, the constant turmoil that affects us most. We would like to be done with it and get back to work.

STATINTL


HARRY E. FITZWATER
Director of Joint Computer Support

Atts

Distribution:

Orig & 1 - adse
2 - O/D/OJCS

22 September 1975


MEMORANDUM FOR: Executive Officer, OJCS

SUBJECT : Reaction to Current Hearings and Attendant
Publicity.

To a man the reaction is nil. Some neighbors and friends are supportive and some use it as a light jibe, but the general reaction is that while some revelations are embarrassing if true, it generally doesn't effect our actions. Job dedication is not impaired at this level.

The reaction to the awards address is positive. The candor and clarity of purpose show leadership which people will follow. Should continue to be clear, crisp, and outspoken.

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Project Director
SAFE

19 Sept 75

MEMORANDUM FOR: Director of Joint Computer Support

SUBJECT : Impact of Current Investigations on
Planning Staff Employees.

Harry —

I spent a few moments with the three other persons who comprise the Planning Staff to rap on the subject. I believe our feelings can be summarized as follows:

We believe that the investigations have had serious impact on the morale and productivity of persons or organizations that are directly involved. For example, the OS

STATINTL

[REDACTED]
project. In the Plans Staff, we are relatively free from any involvement. Our jobs are not in jeopardy. We see no threat to our organization. We've got plenty of work to do and our morale and productivity ~~is~~ not suffering.

We are "learning" things from the investigations and the media that we would not otherwise be privy to. We cannot always be certain of the accuracy of the things we are learning. Some of this information is a source of pride (the [REDACTED] statement that he would resign from the Agency if he were asked to kill someone, Mr. Colby's openness and his invitation to Congress to set up controls. Some of the information causes shame (in [REDACTED], the handling of the LSD suicide, and the apparent lack of control over the actions of brilliant, but sometimes imprudent employees). We re-emphasize that we cannot always determine how much of this information is fact and how much is fiction.

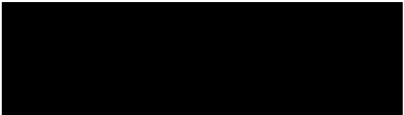
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Our personal lives outside of the office have not been seriously affected. We take a little needling occasionally from friends, but our conversations are not dominated by discussions of the CIA investigations. One of us with relatives in West Virginia feels that the conservatism of persons in less cosmopolitan areas makes them wish for an end to the CIA investigations and the exploitation of CIA by the media.

Large companies that have contributed much to the development of this country - Chrysler, Westinghouse, GE, IBM, and others, have, on occasion, suffered from management or control problems (price fixing, payoffs, monopolistic practices, etc.). The problem of control increases with the size of the bureaucracy. Too much control may stop innovation and growth; too little control leads to occasional misdeeds. It seems clear that some additional control is necessary, but how much and how to handle this is not easy to describe. Mr. Colby has said, I believe, that it is up to Congress to develop the control methods it thinks it needs. This seems to be the issue that we are facing now. We feel it is more important to get on with this job than to continue agonizing over past mistakes.

STATINTL



Chief, Planning Staff, OJCS

*This is the only copy I have made
of this -*

QUESTION: What is your reaction (as an Agency employee) to the media reported events concerning CIA during the past week or so?

1. "Morale has decreased. It was an honor to be a CIA employee. I'm more reluctant to admit where I work."
2. "I'm reluctant to admit where I work. I don't believe morale has decreased."
3. "I haven't been able to read too much (lately). I only know what has been broadcasted on radio and TV. The incidents that happened should not have happened but I believe they were minor (incidents). The country should get away from self-crucifixion."
4. "I have no adverse reaction. I feel that somebody will always find things that don't look good anyplace they look. These incidents have not affected my good opinion of CIA. I feel CIA is a good place to work."
5. "I read and hear so much I don't let it bother me. I don't know what hurts Agency morale. I feel (the) Director is responding in best possible manner. (I) would like to see sensational reporting eliminated so we could get back to work."
6. "Confusion. Not knowing what to believe."
7. "I feel funny when I tell people I work for CIA. It bothers me telling people I work for CIA. It seems to bother (non-CIA) people when I admit to working for CIA."
8. "I haven't had much opportunity to read but saw Senate hearings. I'm concerned about activities in violation of (the) Charter and Presidential directives. It puts employees on the spot with neighbors and friends. We all collective suffer."
9. "Pleased as punch. CIA was involved in so many aberrations that we believe that the aberrations are the norm. I think the publicity should result in improvements on it is a waste of time."

10. "It was stupid for the employee not to have destroyed the poison but the way this place operates it's entirely understandable. It doesn't both me and we deserve what we get but believe we aren't always wrong. I believe things (like this) happen because employees aren't directed properly. Employees do what they think best."
11. "I got the same reaction to reading a James Bond novel- don't feel personally involved."
12. "Senate and Congress are trying to get out every skeleton in closet. Searching for crap like Jack Anderson trying to make copy out of every little thing. It is somewhat demoralizing because it only shows the bad side and none of the good."
13. "I ignore the coverage. (It's) all out of context. Like assuming that every vehicle on the road is an automatic killer."
14. "Have no reaction. Don't believe it affects us too much."
15. "Attitude of concern that Agency is involved. Embarrassment. Respect for Colby to meet the issues head on."
16. "If the domestic assassination allegations are true I would seriously consider resigning."
17. "I take most of that garbage with a grain of salt."
18. "Agency is getting a raw deal. The Administration should take a stand on what the Agency should be doing."
19. "I think its interesting - can learn a lot about CIA. I think its bad that leaks are getting out and there should be an internal investigation."
20. "I was not surprised that the poison was not destroyed. The Agency needs better controls over Ops people."
21. "I haven't heard the news for the past couple of weeks- I've been on vacation."
22. "It doesn't both^{er} me. I believe that if the Agency does it its alright. I'm concerned about attempts to abolish covert activities because the world is involved in dirty tricks. It may be unwise that things were done, or done wrongly, but believe the concept is right."

23. "It doesn't bother me. I'm not involved. Intelligence is a necessary evil."

24. "I'm not shocked."

23 September 1975

General Impression by some Branch A personnel concerning latest (2-8 weeks) news media "revelations" and "reporting" of CIA Activities.

1. General people said news media appear to be on a vendetta - something like watergate. Much news over-reaction.
2. A couple of people said they would have to reevaluate their feeling about the CIA if the CIA were proved to have direct involvement in assassinations.
3. Secretaries feel no impact.
4. There is no noticeable impact on production, and only minor if any on moral.
5. One person feels CIA should be more open; others disagreed.
6. One person feels that people should realize the CIA of the past is not the CIA of the present.
7. No one mentioned feeling lack of job security.
8. I presently feel numb to any new disclosures. Some feeling of continued dismay with country's opening the CIA to the world. Same feeling here as with FOIA. These are all good ideas but zeal carried concepts too far. But now, I'm just taking everything in step, hoping the CIA can recover.

23 September 1975

MEMORANDUM FOR: Chief, Operations Division, OJCS

SUBJECT : Employee Feedback CIA Publicity

Per your request the following is a sampling of opinion relative to the current negative CIA publicity:

Employee #1 (age mid 40's Agency experience 20 years GS-9-11)

- o Morale not affected
- o Outside contacts appear to be sympathetic toward the Agency. They feel the Congress is not investigating but rather "picking" due to their being "shutout" on Agency affairs in the past.
- o Employee feels that the openness displayed by Mr. Colby will provide a different image - an image of an Agency providing a vital service that is being directed by an individual that will not tolerate acts that the public have found devious in the past.

Employee #2 (age mid 20's Agency experience 3 years GS-7-9)

- o No effect on morale
- o Outside contacts appear to be about 50-50 on their views of the Agency.
- o Employee feels that Mr. Colby is too open to Congress. Employee feels that the information going out to the public should be carefully monitored as only the negative facts are being presented. Feels that Congress and the news media are blowing everything out of proportion to make a name for themselves. Additionally, the employee feels that the Agency's work is vital to the President and that he should take steps to control what is being presented to Congress and to the news media.

Employee #3 (age mid 20's Agency experience 5 years GS-5-7)

- Morale not effected.
- Employee feels that the majority of his outside contacts are against the Agency's activities due to slanted viewpoints of the news media. Sighted a recent instance of being introduced to a older gentleman at a party and when it was mentioned that he worked for CIA, the individual turned and walked away without further comment.
- The employee believes the openness of Mr. Colby should now stop. All the good intentions on his part have been blown out of proportion by Congress and the news media.

Employee #4 (age mid 30's Agency experience 15 years GS-11-12)

- Morale not effected.
- Outside contacts have been very limited, but those comments received were positive rather than negative.
- The employee believes that Mr. Colby is correct in airing CIA's dirty laundry. The questions have been raised before but ignored, now all of the suspicions, opinions, etc., can be corrected with the facts. Believes the public will understand that some faults did occur, but now that the Agency has come forth and admitted to the faults they can now get back to the job they are supposed to be doing.

Employee #5 (age mid 30's Agency experience 10 years GS-9-11)

- Morale not effected, except for a growing concern over what the end result will be. Several things come to mind immediately;
 - CIA obviously needs an aggressive well staffed, active public relations staff, hopefully publicizing some of the many positive accomplishments of the Agency
 - If the CIA is under investigation for a long duration, how efficiently will we operate if the Director and Management is preoccupied with investigatory work.

- Certainly not a new concern but nevertheless an ever present concern is the political atmosphere, the various power struggles in Congress, the petty jealousies within the various Government Agencies and the almost insurmountable problem of dealing with the media (information out of context).
- In the past the CIA has done its job quickly and well. Will we now become a more red taped, papored, typical run-of-the-mill Government Agency.
- o Finally, Mr. Colby causes me to have genuine concern. Obviously, he is a people oriented manager; an experienced OSS/CIA operative; educated in law. He is not a politician. My concern is can a honest, intelligent, concerned Director survive in a political arena? For instance, has Mr. Colby been too confessional? Should he be more defensive or rather just more politically evasive.

STATINTL

Computer Processing Branch

23 September 1975

MEMORANDUM FOR: Chief, Operations Division, OJCS

SUBJECT : DCI Speech 18 September 1975

- Mr. Colby explained why there is so much publicity about the CIA; why the Agency is criticized for the 'bad' and nothing is said about the 'good'. He said that the 'bad' is publicized so that it won't happen again. He also said that the CIA would continue to be criticized.
- A question was asked about the Director remaining in office. He expects to stay in office until the investigations are finished and then he would do whatever the President wanted him to do.
- Mr. Colby said there might be other organizational changes within the Agency. I think the Director has been honest and forthright in answering questions during the investigations and, at the same time, he has defended the Agency well.

CPB Employee

24 September 1975

MEMORANDUM FOR: Chief, Operations Division

SUBJECT : Employee Moral Affected by Senate Investigation
of C.I.A.

Per your request for comment from the working level on how the Investigation of the Agency has affected the individual.

I. Effect on Morale

- A. Thirteen people interviewed said it had no effect on morale.

II. Comments and Personal Opinions

- A. Six people had no comment
- B. Tired of hearing about investigation
- C. Agency's effectiveness has been hurt
- D. Investigation should not have been done
- E. Needed a watch dog 20 years ago, and felt Watergate scandal was more depressing.
- F. Mr. Colby, our most open director, is taking the rap for something that he had nothing to do with
- G. Good conversation item
- H. What we are doing is for the security of the Nation and should be kept Top Secret. Believe that the hometown people are putting pressure on politicians to make public aware of what we are doing. Some politicians are using the CIA as a spring board to build a name for themselves to get re-elected. Public is being misled by the Press. Did not understand what the sub-committee was trying to do. Felt that there were isolated cases of wrong doing brought on by pressure circumstances

Administrative - Internal Use Only

24 SEP 1975

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Office of Logistics Personnel Attitudes Concerning
Current Investigations

1. At your request, an attitudinal survey among 210 Office of Logistics (OL) personnel was conducted on 22 and 23 September. This survey sample consisted of personnel of all grade levels of responsibility in the clerical, professional, technical, and wage board categories of employees. Their attitudes, reactions, and opinions were gathered by interview, questionnaire, and written narrative. The basic questions asked for their reactions to and opinions of:

- a. The conduct of both the Senate Select Committee (SSC) and the House Select Committee (HSC) and their respective staffs,
- b. Coverage of the investigations by the news media,
- c. Future of the Agency,
- d. Employee morale,
- e. Mr. Colby's handling of the investigations.

2. Understandably, most of our personnel feel resentment that the investigations are being conducted at all, but what is particularly upsetting to them is the way in which they are being conducted. Some feel that the SSC is attempting to be objective and is searching for real problems in an organized, businesslike way. This reaction might be because we have had less contact with that committee. On the other hand, they feel that the HSC is looking primarily for the sensational, and going about it in an amateur and disorganized manner at that. Overwhelmingly, our personnel feel that the actions of both committees are a struggle for political recognition and prestige and that those goals are being abetted by the media.

3. With very few exceptions do OL personnel feel that the media are handling the coverage of the investigations without bias. While few have been able to follow the proceedings on television, other than excerpts in the scheduled news broadcasts, all react to the press. The same label of "sensationalism" prevails in their opinions. They believe that any headline with "CIA" in it will sell newspapers and magazines and that, as far as the press is concerned, is more important than the security and integrity of our nation. Some point out that our questionable and damning activities make the front page and, where we do have a supportive reporter, those articles are usually buried deep inside the publication.

Administrative - Internal Use Only

SUBJECT: Office of Logistics Personnel Attitudes Concerning
Current Investigations


4. With regard to the future of the Agency, all believe that the Agency will survive but expect that it will be reorganized and tightly controlled. One respondent fears that those controls might limit or adversely affect our imagination and creativity. Others think that functions will be transferred to other agencies and that the "central" intelligence agency will, in effect, disappear. Most have faith, however, that the Congress and the American people recognize the value of our work and will not permit us to become a public library of intelligence information.

5. Morale is high among the rank and file employee, but there is a sense of frustration among the senior personnel who are required to spend so much time on "unproductive work" at the expense of doing their regular jobs. Questions were structured to elicit not only the feeling of the respondent himself but that of his associates. Only three rank and file respondents indicated any waning of morale or erosion of pride. On the contrary, our personnel generally seem to feel like a family under attack, and have developed a resolve because they recognize the importance of what they have done and what they want to continue to do in spite of the unknown future of the Agency.

6. Mr. Colby's image receives nothing but high praise. Comments on his candor, patience, brilliance, and good humor under obvious stressful conditions were almost universal. Several feel that he might have revealed too much information to the committees and to the press but, at the same time, admit that he probably had no other option in an already hostile environment. Others feel that he might have been able to respond to questions more convincingly had he been given more complete and accurate information before his appearances. Still others feel that it is unfair that he has to defend, and be subject to ridicule for, Agency activities which did not occur "on his watch." It is a continuing inspiration, however, that in spite of the great amount of his time and concern that must be devoted to the investigations, he still finds time and concern to devote to "his own people" in the Agency and its work. Our feeling might be summed up in the written comment of one of our employees, "Throughout this whole fiasco, Mr. Colby has been a perfect gentleman and has shown the patience of a saint and the endurance of an Apache Indian. In spite of all of the unwarranted and unfortunate publicity, Mr. Colby has given me reason to be more proud than ever before to be a member of this elite organization."

7. As the Director of Logistics, it gives me a great deal of pride also to know that our personnel take a firm stand on their dedication and loyalty to the Agency and to its leadership.

STATINTL


Michael J. Malanick
Director of Logistics

UNCLASSIFIED

INTERNAL
USE ONLY

Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

CONFIDENTIAL

SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Office of Logistics Personnel Attitudes Concerning Current Investigations

FROM:

Director of Logistics
Room 1206, Ames Building

EXTENSION

2551

NO.

DD/A 75-4536

DATE

24 September 1975

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DD/A
Room 7D26, HQS

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Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

23 September 1975

MEMORANDUM FOR: Deputy Director for Administration
SUBJECT : Office of Medical Services Morale

1. In response to your request for a survey of the morale of the Office of Medical Services personnel, the following represents an overview of their feelings.

2. Eighty percent believe the integrity of the Agency has been diminished by the external investigations. Sixty percent feel that their morale has been negatively affected by external disclosures (Marchetti, etc.). Thirty percent say that the revelations regarding the activities of the Agency have had serious impact on their feelings regarding their employment here. A vast majority, 85%, believe that the Agency's ability to fulfill its function in the near future (1-2 years) will be seriously hampered by Congressional investigations but in the long run (2 years or more) these investigations will have a beneficial effect on the Agency's operations. As to the impact of the external pressures on the Agency, 84% feel that it has had little effect on their ability to do their job and 80% say that their association with the Agency has caused little or no problems in their personal life.

STATINTL


CHARLES A. BOHRER, M. D.
Director of Medical Services

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Office of Medical Services Morale

FROM:

Director of Medical Services
Room 1D4061 Headquarters

EXTENSION

7711

NO.

DATE

23 September 1975

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for Administration
Room 7D26 Headquarters

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Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

23 SEP 1975

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Employee Reaction to the Director's Speech
at the Annual Awards Ceremony and to the
Congressional Hearings on Intelligence
Activities

1. All employees of the Office of Personnel who were sampled regarding the Director's recent speech were unanimous in their agreement that he came over in a very forthright manner. Depending on our employees' knowledge of Agency activities, reading of newspapers, etc., the speech was either very informative or, to some extent, what they expected -- the latter group, however, was in no way disappointed in this presentation. There was a feeling that the Director's speech was good for the morale of the Agency, especially for those who were privileged to hear it. Perhaps the best way to sum up the reaction to the Director's speech would be to say that it was honest, interesting and reassuring.

2. Reaction to the hearings differed in many ways, but if we had to sum it up there was the feeling on the part of our employees that the Agency was not really getting a completely fair shake and some of the subjects selected for public hearing were flashy items, but not the most important ones. Mr. Colby's testimony before the Senate Select Committee went over very well for its forthrightness, and [REDACTED] went over equally as well for the method in which he answered the questions and the "control" he appeared to have over his interrogators. [REDACTED] did not fare as well in our poll. His responses to early questions appeared to be appropriate and on target, but as the hearings continued he seemed to build more confidence and, in acquiring this extra degree of confidence, he perhaps made gratuitous and unnecessary additions to his answers. Many of our employees have reached the conclusion that the hearings appear to have become political and one of our officers expressed concern that the hearings may have a practical effect of damaging initiative in the Agency.

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3. We received only one comment regarding what might be done from one of our most respected personnel officers. He stated that he believed the Director should make a definitive statement to the country on the need for intelligence. The aim of such a statement would be to offset the damage done by disclosures and adverse publicity.

4. Attached are some comments that may give you additional insight into how our people reacted.

(Signed) F. W. M. Janney

F. W. M. Janney
Director of Personnel

Att

Distribution:

- 0 & ✓ - Addressee
- 1 - D/Pers Subject File (SSC)
- 1 - D/Pers Chrono
- 1 - RDK Chrono

STATINTL

OD/Pers/ [REDACTED] jmm (23 Sep 75)

Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

COMMENTS

STATINTL

1. Our [REDACTED] recruiter believed that the testimony by Messrs. Colby [REDACTED] was well received in his area but that the hearings had not been played up in the papers. The Patty Hearst case, for instance, overshadowed CIA activities.

STATINTL

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2. Our [REDACTED] recruiter was not aware of hearings on educational television but did note that there had been some flashes on the news each evening. He says that [REDACTED] appears to be absorbed in its own local issues; namely, bussing and teachers' strikes.

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3. [REDACTED] has the ability to turn the question around so that the questioner appears naive.

4. The Committee picked not very significant items (toxins) to make CIA look bad.

5. The Committee members showed a lack of knowledge of Agency structure and procedures.

6. The Committee had a "holier than thou" attitude.

7. The basic problem is that we need legal definitions of our responsibilities and the Senate should get on with this more important issue and suggest or pass legislation and get away from toxins and other such matters.

8. The hearings have been political and highly damaging to the Agency.

9. There is concern that this will become someone's campaign issue.

10. Great disappointment that the overall Agency is being criticized because two officers did not follow a directive.

11. Goldwater's comments were beautiful.

STATINTL

12. [REDACTED] came across as the bad guy in a "Sam Spade" movie.

13. The Committee failed to prove a serious breach of command and control within the Agency.

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Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

14. Appears they (the Committee) are out to get the Agency.

15. Other than the shock of the more sensational items, people outside the Washington area are not that interested in the Agency. Their primary interest is the economy.

16. In reference to Mr. Colby, the comment was made that the majority of Agency employees continue to respect his authority and appreciate his openness.

17. Mr. Colby's speech should encourage employees to work hard in their respective jobs.

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Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

DD/A 75-4524

23 SEP 1975

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Employee Reaction to the Director's Speech
at the Annual Awards Ceremony and to the
Congressional Hearings on Intelligence
Activities

1. All employees of the Office of Personnel who were sampled regarding the Director's recent speech were unanimous in their agreement that he came over in a very forthright manner. Depending on our employees' knowledge of Agency activities, reading of newspapers, etc., the speech was either very informative or, to some extent, what they expected -- the latter group, however, was in no way disappointed in this presentation. There was a feeling that the Director's speech was good for the morale of the Agency, especially for those who were privileged to hear it. Perhaps the best way to sum up the reaction to the Director's speech would be to say that it was honest, interesting and reassuring.

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Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

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4. Attached are some comments that may give you additional insight into how our people reacted.

STATINTL


F. W. M. Janney
Director of Personnel

Att

COMMENTS

STATINTL

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STATINTL

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5. The Committee members showed a lack of knowledge of Agency structure and procedures.

6. The Committee had a "holier than thou" attitude.

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STATINTL

12. [REDACTED] came across as the bad guy in a "Sam Spade" movie.

13. The Committee failed to prove a serious breach of command and control within the Agency.

14. Appears they (the Committee) are out to get the Agency.

15. Other than the shock of the more sensational items, people outside the Washington area are not that interested in the Agency. Their primary interest is the economy.

16. In reference to Mr. Colby, the comment was made that the majority of Agency employees continue to respect his authority and appreciate his openness.

17. Mr. Colby's speech should encourage employees to work hard in their respective jobs.

SENDER WILL CLASSIFY COMMUNICATION TOP AND BOTTOM			
UNCLASSIFIED		CONFIDENTIAL	SECRET
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Administration		
2			
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6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Director of Personnel			
UNCLASSIFIED		CONFIDENTIAL	SECRET

19 September 1975

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Employees' Reactions to Congressional Hearings

Jack:

Reference is made to our recent conversation regarding the reaction of Agency employees to the current Congressional investigation.

There have been two points made by some of our employees in recent days which I feel are noteworthy. First, they are encouraged by the strong defensive stand and articulation of the necessary and needed role of intelligence made by

STATINTL [REDACTED] in their public appearance before Senator Church's committee. They contrast this to the DCI's position of acknowledging mistakes and promising to make corrections.

STATINTL The second point is a very emphatic reaction to the recent testimony of former CIA employee [REDACTED] Some of our employees feel that his testimony has attacked the very foundation of the Agency's responsibility for truthful and objective intelligence reporting. Because of this, STATINTL [REDACTED] accusations are viewed by employees as being far more damaging and demoralizing to the Agency and its STATINTL employees than anything thus far produced in the hearings. It is felt that [REDACTED] testimony must not go unchallenged and indeed an effective rebuttal introduced immediately.

STATINTL

STATINTL

[REDACTED]
Acting Director of Security

ROUTING AND RECORD SHEET

SUBJECT: (Optional) -

Employees' Reactions to Congressional Hearings

FROM:

EXTENSION

NO.

DATE

Acting Director of Security

7852

19 September 1975

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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ADMINISTRATIVE - INTERNAL USE ONLY

DD/A 75-4528

OTR Registry

75/5769

24 SEP 1975


MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Employee Perceptions Regarding the
Current Investigations and
Newspaper Allegations

1. In response to your request I have polled OTR personnel regarding subject. I am quite frankly amazed by the depth and variety of response. My original intention was to provide you with a detailed summary of views, but I realize this would result in a sterile product relatively uninteresting and possibly of little use. Therefore, I append Unit responses to this paper for your attention.

2. The comments reflect a sense of hurt by loyal employees (and citizens) who see themselves as professionals in a first-rate organization not ashamed of the tasks they have performed for the Agency. Students in our courses are obviously concerned and try to resolve their concerns by questioning speakers and discussing the subject with students from other components. Instructors feel generally that the morale of students is not particularly low, but that students are not at all sure of the outcome of the investigations and the newspaper revelations. Morale in OTR concerning this matter is relatively good. We find ourselves with larger workloads than ever, but in some respects physically isolated from the deep frustration or depression which some say characterizes Headquarters' morale. For the most part our work has not come under question so we have nothing to be defensive about. Generally speaking, OTR employees find it a little harder now to openly admit CIA employment. At the same time they find a good deal of outside support for the Agency and a widespread recognition by the public for the need of an organization such as C

STATINTL


Alfonso Rodriguez
Director of Training

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Employee Perceptions Regarding the Current Investigations and Newspaper Allegations

OTR Registry
75/5/69

FROM:

Director of Training
Rm 1026 C of C

EXTENSION

3245

NO.

DATE

24 SEP 1975

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for Administration
Rm 7-D-18, Headquarters

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Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

24 September 1975

MEMORANDUM FOR THE RECORD

SUBJECT: Employee Morale and Other Perceptions as a Result
of the Investigations and Newspaper Allegations
About the Agency

1. At a staff meeting of the Plans and Resources Staff, members offered their comments regarding subject after discussing the issues with their subordinates. Their comments are summarized below.

Commentator Number One

Newspapers are going too far in overemphasizing certain stories, such as those concerning the toxins. There is some disappointment regarding the apparent naiveté of Congressman that CIA or some government agency is involved in clandestine activity. Congressmen have been using these revelations as a vehicle for personal publicity or advancement. We have shown a bad face to the public in Helms remarks about "verbal orders" in the matter of destroying the toxins. We should have put out written directives. The Agency is wasting itself on nonproductivity as the investigations continue. CIA is a product of World War II and the Korean War and the work outlook in many respects still closely resembles the outlook of cold war rather than the realities of today which is characterized by "detente."

Commentator Number Two

There is disappointment that the press and the investigating committees are hammering away at things that occurred 10 to 15 years ago. Some employees feel tainted by some of the revealed activities of the DDO. There is, however, a sense of isolation in OTR, being physically separated and OTR morale is not much affected. It is believed, however, that the Agency has suffered some degradation of morale.

Commentator Number Three

Morale in OTR is not particularly affected. Changes will undoubtedly take place in other parts of the Agency (mostly in the DDO).

Commentator Number Four

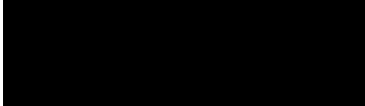
The hearings are exposing an organization that permits (or permitted) a significant amount of authority and responsibility to rest at relatively low levels. The consequences of this management style have been exposed over the past several months. In context, the misdeeds or the allegations of misdeeds are not so serious. Assuming the assassination plots are true, i.e., we contacted the Mafia for help, we suffer from an excess of arrogance and stupidity. Internal critics have been saying this for some time. For what it is worth, people on the outside, represented by the Kiwanis Club of Clearfield, Pennsylvania, seemed to have assumed all along that somebody in Washington was doing something like assassinating people.

The drug death and the presumed Agency connection is the least acceptable revelation to date. It was unlike the Agency. We have prided ourselves on our concern for our employees and their families. The failure to deal effectively with this family is a disaster.

The Agency hearings are a political/media event. Some of these people have been waiting for years for the opportunity to dig into this place. No one should be surprised that "they" are pursuing this opportunity with a vengeance.

Since I don't really believe the Agency has ever been effectively managed, I don't find our present circumstance too unusual. People are perplexed, but morale isn't bad. Some Agency myths are being destroyed, and that causes some pain. But I am an optimist, and I honestly believe the results will be worth the pain, and I have heard a number of others place the same opinion. This system we work under has a remarkable capacity to correct itself. We have to assume that capacity still exists. If the assumption is wrong then the present or future condition of the Agency is an irrelevance.

STATINTL


Chief, Plans and Resources Staff

23 September 1975

MEMORANDUM FOR: Director of Training

SUBJECT : Employee Morale

1. Given the short deadline within which to provide some views on the question of current employee morale, I convened a meeting of my immediate staff to discuss the question.

2. A general assessment is that employee morale is fair to poor, tending to be quite positive and sanguine among relatively new employees who have entered the Agency during this period of candor and openness, but increasingly negative among veteran employees.

3. New employees enrolled in the Intelligence in World Affairs course regularly are canvassed about their attitudes toward employment here, the notoriety which has come to the Agency, and the future of the organization. While there is some negativism present in this group, most students profess strong support for the idea of a secret intelligence service, including covert action, as vital to national security. Representatives from Agency components who speak in this course are frank about the Agency's involvement in what is now regarded as questionable activities, and only the matters of assassination and LSD/shellfish toxin have had a distinctly negative impact.

4. Employees of longer standing, however, have been disillusioned by recent revelations. There is present a considerable loss of respect for once respected senior leadership, including a former Director of Central Intelligence and former Chief, Technical Services Division, who are believed to have resorted to misrepresenting or even lying about certain activities. For some, compartmentation is now synonymous with coverup. An informal poll taken among 24 students in the most recent running of the Advanced Intelligence Seminar resulted in a majority labeling employee morale "fair" but deteriorating. There is a certain sense of the organization's betraying its trust, but there is also a pervasive feeling of paralysis, that the organization

ADMINISTRATIVE — INTERNAL USE ONLY

no longer can get anything done, that fear of action is a governing syndrome.


5. Personal embarrassment before family and friends has become a matter of considerable soul searching among large numbers of people. The pride of being associated with an organization that was believed to be engaged in vital activities on behalf of the United States is giving way in many instances to a sense of shame and chagrin of being associated with an organization that has been involved in admittedly shady activities.

6. Disillusionment about such involvement, coupled with the loss of dynamism in the Agency, is believed responsible for the relatively large number of retirements, and there is great concern about the Agency's losing large numbers of talented people at senior-middle grades.

7. On the other hand, there is a clear consensus that the Director's present manner of dealing with the problem, with one exception, is essentially correct; i.e., to be candid in explaining what has happened and why, both inside and outside the Agency. The single exception relates to the question of assassination as an instrument of past action. On this question, the view seems to be that the Director has been equivocal with some loss of confidence in him because of it.

8. Constructive suggestions are difficult to come by at this time. No alternative to necessary candor is put forth. It is my personal opinion that, to counteract some of the negative revelations, some consideration should be given to revealing one or more instances in which clandestinely-collected intelligence, or even covert action, was critically instrumental in serving the strategic interests of the country. Admittedly, there are risks to sources and methods in such an undertaking, but the stakes may be sufficiently important to justify such a move.

STATINTL


Chief, Intelligence Institute

Administrative-Internal Use Only

23 September 1975

MEMORANDUM FOR: [REDACTED]

STATINTL

SUBJECT : Employee Views on State of the Agency

1. Following is the subjective consensus of the CT staff regarding the two categories of persons with whom we have contact--applicants and Career Trainees who are either in the Program or recently assigned to a permanent job.

2. Applicants appear to be affected very little. Most are applying to the Agency out of the necessity for a job. Obviously we don't see those who are turned off by the publicity; we see only those who feel the Agency is a place of employment. Of this group those who are seeking analytical positions are not going to be involved in any activity remotely illegal or controversial; thus, they detach themselves from the "dark" side of Agency activities. Covert action, assassination charges, illegal activities bother them, but their application has no connection with these activities. Those who apply for the operational side don't seem to be affected; they either don't believe the charges or rationalize them or have no alternative in the job market. Again, the ones we see don't appear to be "bugged" by the charges.

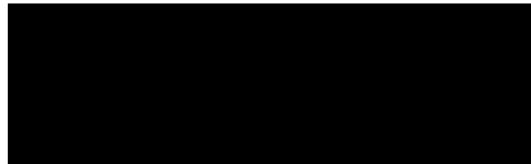
3. In regard to those CT's in training or recently on the job, the work is being done with no loss of quality but there appears to be an undercurrent of sadness and defensiveness. As more charges surface (assassination and LSD are the two worst) they appear to suffer a mini-betrayal and defenses that they have voiced now make them appear to have been lying. The continuing publicity does have an eroding effect. Some, as new officers, have been sheltered from the charges, but the defensiveness they exhibit indicates they are thinking of themselves more and more as committed Agency employees. Having said all this we judge their morale good in spite of concern over what is going on. In no way are they turned off. Much of the concern is for Mr. Colby, who appears to them as one who is telling it straight but who will end up as the whipping boy for past sins. When will it end?

Administrative-Internal Use Only

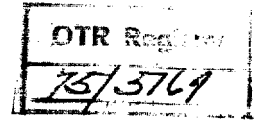
Administrative-Internal Use Only

4. A final comment--the morale of the younger professionals appears a lot better than that of senior officers--some of whom feel crushed or done in by the surfacing of unsavory activities.

STATINTL



Chief, Career Training Program



23 September 1975

MEMORANDUM FOR: Director of Training

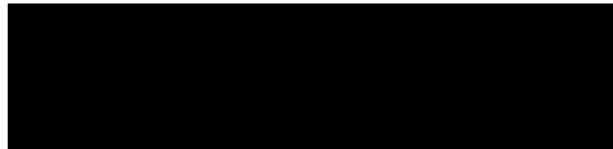
SUBJECT : Employee Perception of Current CIA Investigations

1. If it is understood that a manager's views on Subject are necessarily limited to quite casual opinion testing and informal exchange, then it is possible to come to some very tentative conclusions about how some--obviously not all--seem to feel in regard to the daily deluge of exposure and discussion of the Agency's problems with the Congress and, presumably, with the public.
2. From my talks with people in the Functional Training Division, I have the view that there is very little intrusion on the professional comportment of officer and clerical types through the efforts of the media. There is, I think, very much the view of "carry on;" "we have a job to do, and we'll do it." There certainly is a weariness, or perhaps it is boredom (?), with the sensationalism we get on so regular a basis.
3. In addition, I think I sense genuine irritation with the ways of Congress and the press. In this, I read a sense of real concern that we could and should be so attacked. Of course, there is some consternation about certain events that did occur, whether it be the LSD experiments, assassination projects, etc. But I have not come across anyone who has expressed a view that these alleged affairs were so bad as to warrant the extreme actions and charges being aimed at us today. The most I hear on those points is related to the possibility that we did some rather trivial, perhaps stupid things in the fervour of a time now past. But the motives have not been questioned severely.
4. The above is specifically labeled "professional comportment." I am not so sure how to measure the perceptions that all people have that are very personal. I think I sense a degree of bewilderment that our proud house should prove so apparently vulnerable. On the part of younger people, one gets an occasional ripple--but not much more that is spoken--about job security and the future. The Agency

remains a good employer, in the general view. Yet there may be real worry about the future and our ability to be accepted by the public. Presumably, there ought to be. I cannot support it with any clear evidence, but I think I sense a kind of concern or fear for future job security. I have also begun to sense concern that just may be our pride at being the best in Government is, if not coming unglued, less sure than before. The DCI gets considerable praise for his efforts. I do hear some wonderment expressed at his frankness and openness, but he gets high marks for his leadership and efforts.

5. Where does it all lead? Since one can and must ask the question, the answer that has to come is enough to suggest that at the real root of the interest in employee morale is based the heavy doubt: who knows? Retirements, sackings, reorganization are, I think, all taken for granted. I really do think we have some remarkably good soldiers. In a way, they know they have to be because their commitment is so great. But they will follow and will do their best.

STATINTL



Chief
Functional Training Division
Office of Training

23 September 1975

MEMORANDUM FOR THE RECORD

SUBJECT: LLC Morale and Impact of Recent Publicity
Concerning the CIA

1. Below are some views reflecting various attitudes and reactions on the part of some members of the LLC faculty and staff.

a. The greatest concern is what is going to happen to their jobs, knowing that they are contract employees and their jobs may not be secure. The concern evidently is that if the Agency is unable to carry out its mission in a satisfactory professional manner, many of the language use and language instruction functions will be pushed aside and the Agency will withdraw from things.

b. A concern that short of losing their jobs altogether, they still could be changed from full-time to part-time, or from either status to stand-by or intermittent with no guarantee of any steady employment.

c. A concern about the loss of Agency language skills and loss of Agency capability in teaching a number of foreign languages, and then finding it demoralizing that more students are sent to FSI for language training because of Agency lack of resolve.

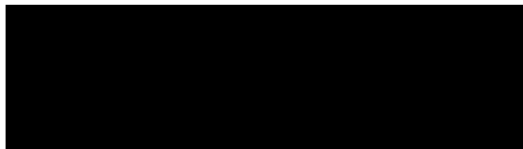
d. Some expression of dismay at revelations about many of the Agency's activities which appear to be clearly illegal. And a feeling that the Agency cannot afford to even think of any of these things in the future, including many so called "minor" things. There is evidently no support at all for anything like the assassination of foreign leaders.

e. An expression of dismay at attempts to discredit the Agency. But a feeling that things aren't what they used to be and a corresponding feeling of a need for a housecleaning. There also seems to be an intense opinion, however, that no intelligence Agency can operate in the glare of the public spotlight.

f. No great liking for the expose books and only a feeling that they do great harm to intelligence work. An opinion that books like Agee's are demoralizing to those who accept the need for secrecy and take it seriously and professionally, even such a group like LLC which is highly compartmentalized from much Agency activity.

g. An overall expression that most of them have enjoyed working for the Agency, would continue to enjoy it, or work again in the future if it came to that. They are concerned, still somewhat uncertain, but not overly pessimistic, if the Agency can survive as a viable foreign intelligence collection and analysis Agency. None have noticed any particular unwillingness of new instructors or recruits to work for the Agency. All, new and old instructors alike, seem to have a continental or international feeling that you need an intelligence agency to know what is going on the world. They seem to say that the U.S.A. is blind without an Agency like theirs. All in all, quite a professional outlook.

STATINTL



Acting Chief/LLC

23 September 1975

MEMORANDUM FOR: Chief, Plans and Resources Staff

SUBJECT : Comments on Employees' Morale in
Today's Climate

1. I began this effort by asking a number of employees in the Registration Group to give me their feelings and opinion on the above subject. I am outlining these below in direct quotes and marking them with one asterisk for those under thirty years of age, and two asterisks for those over thirty years of age:

a. ** " Some thoughts on the atmosphere within--I think it is the attitude of the older employee, which I classify myself as, that to change for the sake of change is unhealthy (or some such). I feel that the majority of the 214,000,000 population of the U.S. is not and has not been interested in our so-called "dirty tricks" activities for the past quarter century or so but because some of our young politicians--whom we put into office--were not able to be knowledgeable because of their youthfulness in politics--only those with seniority and those who had a "need - to-know" because of their committee positions--now are retaliating on the "establishment" as one would expect of the post-flower children era. Everybody wants to get into the political hierarchy with no glance backward as to how we have retained our Democratic free country both from within and from outside. I do feel control is a necessity, but not from the whole populace which I feel we are straining beneath."

b. *** " For the first time in my career, I find that I am embarrassed to let people know I work for CIA because of the ribbing (both good natured and hostile) that I am sure I will be subjected to. I know I can't argue rationally when the subject of the Agency comes up, so I try to avoid it. Took a course this summer at one of the University extensions and told anyone who asked that I didn't work! Relatives tease me about the Agency and expect good explanations from me of what they are reading

about CIA - but I don't have them. I have also noticed a sense of apathy among Agency people I know: The issues are not discussed - almost as if the investigations aren't going on or that by not talking about the subject it will all go away as if nothing has ever happened. People from other intelligence agencies gloat -- I find this infuriating and feel CIA is being victimized unfairly as if it is the only organization with some skeletons... (I have developed a REAL HATRED of the press... First Amendment notwithstanding!!!)"

c. ** (by 3 months) "Today it has become quite fashionable to knock the whole intelligence community, and in particular the CIA. It is rather shameful that the Congressional representatives have made big names for themselves by raking the Agency over the coals, and I can't help but think they feel no rage because we may have over-stepped our charter, etc, but are merely looking for their names on the front pages of newspapers and their faces on the evening news. While some of our activities have been questionable, and at times downright illegal, we need an intelligence agency today more than ever. I guess the only good thing that will come out of all this bad publicity is we will become more professional and less emotional in our activities. I still believe this Agency's mission is perhaps the most important of our Federal Government, and I feel no shame of what some members have done to our image. The Presidency has survived Mr. Nixon, and I see no reason why we won't survive."

d. * "Most of the people I know either work for the government or another occupational group (police/fire-fighters) which have been in this position before and therefore feel an empathy for us. They don't believe everything they read or hear at it's face value."

e. ** "I feel an extreme disappointment in senior management's (below Directorate level).ability to make decisions recently. Decisions which require action as well as good judgement seem to paralyze some of them with fear. This view I have heard from many mid-level and mid-grade employees throughout the Agency."

f. * " My employment with the Agency has become more of an embarrassing situation rather than one of pride. My views toward the leaders of this country and the government lean toward the feeling that everyone is corrupt. The wrong doings are an accepted part of our society until they are uncovered and then the crime is in "being caught". Now when I meet people socially, I do not admit to working for the CIA. This is because I've found that in recent instances people have simply walked away when they heard where I work. So better to say nothing. All of this is not to say that I'm not behind the Agency. I am -- 100%--and believe this country needs a strong intelligence agency."

2. In summing up my own feelings on all that has happened these past months, I have mixed emotions and like a great many others in the Agency, colored by the many years I have spent in the Agency's employment. My own morale has sunk somewhat, as it has ~~done~~ with many friends I have talked with in the various Directorates, who have had many years service with the Agency. My deepest concern is the leaks from within, both to the press, whether it be Sy Hersh or Jack Anderson, or to Congress, etc. This is a fairly new phenomenon in what I think has been a fairly tight and secure intelligence organization, where discipline and esprit de corps among many of the long-time employees stems from the fact that they are a product of World War II (the OSS, etc.) and all of this doesn't rub off easily. The case of former employees is, of course, another factor, which is greatly upsetting. Here I feel angry and frustrated (I may read Vic Marchetti's and Phil Agee's books but I will not buy them!). But enough has probably been said on these individuals. The harm they have done is devastating and irreparable, even though I believe in these two cases, that their motives are totally different.

3. I echo some of the thoughts of my colleagues above but still state quite openly that I work for the CIA and take a great amount of pride in it; but one does find oneself on the defensive, which is very new for a lot of us. I was also upset at operating officials in the CI Staff and TSD (OTS), who should have been aware long ago that the climate in today's world was (is) changing rapidly and they should have taken steps to put their clandestine houses in order. The revelations herein have been greatly upsetting to many of us, and there is no way that I can see to avoid being on the ropes in these areas. ~~(It is)~~ Just my personal feeling as a former DDP (DDO) employee, but these components have hidden far too long behind the need-to-know and compartmentation syndrome and operated like ~~Freidoms~~.

4. On a positive note, however, I have found that outside the Agency, and not just here in the local area, there is a lot of understanding and support. ~~Es.~~ On a recent trip to the mid-West, I found this to be particularly true and it was gratifying to find that while citizens there were obviously confused and disturbed by the investigations, all expressed that they realized the strong need for an intelligence organization in this country. Also, many of them voiced the same feelings we have concerning the press and the "sensationalistic" stories and the conflicting motives with certain Congressional members. This is also particularly true of the people who work in other Government agencies, as was mentioned in a quote above. We in the Registration Group who deal constantly with individuals in other Government agencies and in the private sector in our daily administration of the External Training Program, have found almost total support for our Agency in these difficult times. They have expressed so many times in conversations, and in a tangible way this can be measured by the efforts many of them have put forth to procure extra or hard to get quotas to meet our training requirements.

STATINTL

TSS / PG

23 September 1975

MEMORANDUM FOR: Acting Chief of [REDACTED]
SUBJECT : Morale in Operations Training Group

STATINTL

1. Per your request on the morning of 23 September, the following comments on OTG morale might be useful.

2. The morale issue should be divided into two parts--student morale and staff morale. During the past eight months, I have not detected any obvious drop in student morale. There has been, however, an undercurrent of concern by many of the younger officers that the Agency may undergo profound changes in the months ahead that will affect their career. By the time they get to operations training, most have made up their minds that a career in the DO is what they want rather than an assignment elsewhere in the Agency. The continuing hammering of the Agency leadership by Congressional Committees and the "trial by press" we are undergoing has undoubtedly shaken a number of our younger employees who want to believe that we have always been above reproach but realize this may not be the case if the press and TV is to be accepted at face value. Obviously, the various allegations must be put into perspective, something that neither the committees nor the news media are want to do. This leads younger officers to the tentative conclusion that we have been guilty of some grievous acts in the past, perhaps even now, and they are waiting more or less for the other and more damaging shoe to drop. However, to generalize I would say that student morale is good but considerable anxiety exists about the future of the Agency and their chosen careers. With few exceptions, the students seem to be interested, enthusiastic and receptive to training. Our staff is very forthcoming with the students during counseling sessions, visits in the homes of the staff members and during other social events. What nags at many of them is such questions as:

Did we, in fact, have any direct involvement in the death of the man who took LSD years ago?

Have our senior officers deliberately attempted to make, rather than carry out, foreign policy?

Did we knowingly and deliberately invade the privacy of U. S. citizens?

The press has made such dramatic charges that the charges rather than the refutations have stuck in their minds to the point that they may be saying to themselves "Maybe we are guilty". Fortunately, most of the students are well educated and, hopefully, immune to jumping to conclusions based on media attacks against the Agency.

Subject: Morale in Operations Training Group

3. The morale of the staff in OTG is another matter. Most of the staff have been in the Agency fifteen years or longer and have been overseas ten years or longer. It would be incorrect to say that the morale is bad. A better description might be that our staff is somewhat bitter and disappointed. None of us believe we have done anything to contravene U. S. laws. We have not invaded the privacy of our citizens, on the contrary, many have risked their lives to protect the interest of our citizens. We are not ashamed of what we have done for our country. We make no excuses and offer no apologies because what we have done was done with what we considered proper authority, and the acts we committed are consistent with those expected of any civilized people. It comes, therefore, as something of a shock for us to be accused in the media and in the Congress of being something akin to a common criminal; that we function without proper supervision and authority; that we have a cavalier attitude towards mankind, and that we must somehow be held up to scorn by a Congress and a media that is more interested in self-aggrandizement than getting on with the business of our country. While we realize the practical side of dealing with the press and Congress argues that we maintain a low profile, we are somewhat amazed that those who argue our cause, and cause it is, are reluctant to speak out in our defense. Maybe they have and the press and the Congress simply have not reported it, or we are so mesmerized with the wild charges and allegations that we simply have not seen the fine print where an occasional defense is made.

4. My own judgment is that senior management in the Agency must sleep well at night, knowing that the troops in the trenches are keeping their mouths shut and not speaking out more forcibly in our own defense. Many of us know first-hand the hypocrisy of some members of Congress who are more concerned about votes than justice. We also know first-hand the deficiencies in the news media. It is an amazing turn of events when a senator, Church for example, says prove to my committee that you did not conduct illegal activity. Our system is based on innocence until proven guilty and, so far, I know of no single instance where an Agency employee has been charged with an indictable offense. Reading the newspapers and listening to the senators and now the representatives suggests that we have many officers who have committed criminal acts, committed them knowing full well that the act was criminal.

5. I have strayed somewhat far afield, and I fear my own views may have intruded too much into this memo. However, I repeat our staff is not down in the dumps, rather we are somewhat bitter and resentful that we must sit back and be branded as common criminals and no way to fight back except to break our pledge of secrecy. Perhaps our discipline has been too tight. Maybe the time has come to speak out against these unwarranted allegations, not to defend our jobs because most of us have had a career of sorts, but in

ADMINISTRATIVE - INTERNAL USE ONLY

Subject: Morale in Operations Training Group

defense of common decency and justice. None of us go to bed at night with any pangs of conscience. If we have such pangs, it is because we believe we have not done enough for our country.



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✓ Dep/Ops

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Distribution:

- Orig. & 1 - Addressee
- 1 - Dep/Ops Chrono

ADMINISTRATIVE - INTERNAL USE ONLY

Other Comments from the [REDACTED]

STATINTL

STATINTL

D/Sup, [REDACTED] There is no recognizable problem of morale. There is a feeling of frustration because paper is moving so slowly and decisions are slow in coming because Headquarters elements are preoccupied with responding to Congressional and other inquiries. This is particularly true with regard to opinions from the OGC and in personnel matters.

STATINTL

[REDACTED] Student morale is surprisingly good. There is a kind of stoicism developing among older employees. New employees are concerned about future job opportunities, that is, that job options are not as clear as they formerly were.

ADMINISTRATIVE - INTERNAL USE ONLY

5 October 1975

MEMORANDUM FOR: Chairman, ADMAG

SUBJECT : Employee Perceptions (Memorandum Review)

1. The following comments are keyed to the attached draft memorandum on Employee Perceptions, dated 1 October 1975, from Mr. Blake to the Director of Central Intelligence.

2. (Comments #1 and #2) Initial reactions to the investigations probably more rapidly affected the morale of those in senior positions than those at the more insulated lower levels. This is definitely changing with time as the lower level employee's morale, and with it his respect for the senior level of the Directorate, erodes due to the extended uncertain time period. Senior Directorate management is more and more seen by the average employee as indecisive, highly defensive, and solely engrossed in responding to the investigation. Decisive and highly visible action is expected of leaders in times of crisis, and the average employee would prefer strong internal corrective action to external regulation.

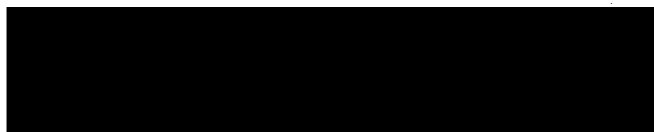
3. (Comment #3 and #5) These types of statements are of the "tell him what he wants to hear" gender and, although probably true in a few cases, do not belong in an important Directorate statement.

4. (Comment #4) As for Mr. Colby's image, I would stress that the respect is more for him personally than as just a representative of the Agency. There is a general feeling that he is doing everything possible and that he is, by far, the best representative for the Agency at this time.

5. As a side comment, I felt that most of the Office Memorandums were acceptable. However, a few did not

accurately reflect existing feelings within their career service. Those few, I believe, would have proved a slight embarrassment to the offices had they been published for all to see.

STATINTL



MG Career Service
ADMAG

Attachment:

As stated

DRAFT

Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Employee Perceptions

Sir:

1. Last week I asked the DDA Office Directors to elicit as best they could, in a low key manner, employee perceptions of how they see the Agency, the Office, and the individual. My request was prompted by the spate of publicity, including open Senate hearings, during recent weeks. I thought you might be interested in a composite based on the Office submissions.

2. As you might expect, individual responses ranged over the entire spectrum, from morale being eroded to morale being high, from the Director giving too much information to the Director doing exactly what is needed, from the Agency having engaged in reprehensible activities to the Agency having made minor mistakes trumpeted far beyond their importance. Attempting to draw a thread of consistency, therefore, is a bit difficult, but the following does provide some insight as to what the DDA employees perceive:

A. Morale: A basic problem is the definition of morale. In any number of instances an individual reflects that his morale is good, but then goes on to express concerns about the investigations, the future in terms of the Organization and job security, and the ability to carry out a mission, which are indeed part of the fabric of morale. In other words, he appears reluctant to admit that his morale is being affected, but indirectly he addresses concerns and apprehensions which indicate morale is being affected.

① Interestingly, morale appears to be higher among rank

Approved For Release 2001/04/05 : CIA-RDP79-00498A000500010021-2

and file and younger personnel than it does among those who have been with the Organization a longer period of time and are in more senior positions. This latter point relates to the fact there seems to be concern with the amount of "unproductive" time spent responding to congressional committees at the expense of carrying out one's duties and responsibilities, and the fact that a career of dedicated service is now open to criticism and question.

B. Reaction to Media: By and large those who have commented reacted negatively to the media indicating that in whatever form, the media is biased and politically oriented. One only hears or reads the sensational. Favorable comments or commentaries are seldom heard.

C. Reaction to Investigations: Depending on the extent to which an Office is involved with the investigations, there is a high degree of sensitivity or relative indifference to what is going on. Generally, there is a reflection that a fair and responsible investigation into Agency activities is desirable. There seems to be general acceptance that further controls and specific delineations of responsibility by which the Agency might be guided would be wise. On the other hand, the reactions seem to indicate the Agency is not getting a fair shake and that Senators are using the hearings for their personal political futures and to expose the sensational in their own best interests. There is an indication that employees feel a certain amount of disillusionment, concern, and even revulsion at the revelations of the Senate hearings. There is an indication that long-term, devoted Agency employees have been somewhat betrayed. (2) There seems to be a consistent thread that indicates the younger employees in the Agency are less concerned about the hearings than the long-term veterans who, over the years, were convinced of the Agency's effectiveness and goodness. (3) ~~There are, as well, indications from some quarters a more positive resolve to do an even better job on behalf of the Agency.~~

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D. Future: There is obvious concern for the uncertainty of the future of the Agency and whether or not it will continue to be able to fulfill its mission: The Agency's credibility has been damaged and to what extent it is reparable leaves some question. Recognizing that changes will be forthcoming in terms of greater control and accountability, there is concern that these might stifle creativity, imagination, innovation, and growth. With more red tape, the Agency will become a more typical government agency. There are those who recognize that on the short-term there might well be a serious impact on the Agency, but on the long haul the Agency will survive and might be better for having gone through these investigations.

and respect for
E. Mr. Colby's Image: By and large there is high praise for Mr. Colby's honesty, forthrightness, character and leadership. ⁽⁴⁾ ~~There is great respect for him.~~ To quote one person, Mr. Colby has "been a perfect gentleman and has shown the patience of a saint and the endurance of an Apache Indian . . .". There is recognition that he is taking the rap for activities that happened prior to his watch. ~~There are those who profess that they will work harder and with greater dedication toward supporting him, as the D. . .~~ ⁽⁵⁾ On the other hand, despite the respect for him and his patient handling of the committees, there is concern that he is providing too much information and revealing too many Agency activities. ~~While not a consistent thread, there is an indication that it is time for him to take a stronger defensive position on behalf of the Agency and its activities.~~ *missed*

F. Effects and Reaction: While a number of individuals comment that their morale is good, they now feel a sense of embarrassment and shame in admitting that they work for the Agency. There is a loss of pride related to earlier feelings that the Agency was indeed "the best" in government. There is recognition that the Agency has lost prestige

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and credibility and faces an atmosphere of uncertainty. Another quote--"I sense a degree of bewilderment that our proud house should prove so apparently vulnerable." Although not reported in a pointed sense, there is an indication of concern for job security in the future. By and large the hearings, their revelations, while questioned in terms of their complete authenticity, appear to have a gradually eroding effect on the conscience and morale of the employees. There was an emphatic reaction from one Office that the [REDACTED] testimony was by far the most damaging and demoralizing challenge to the Agency. It was emphasized that his testimony must not go unchallenged. One final quote might be worth noting: "Since I don't really believe the Agency has ever been effectively managed, I don't find our present circumstances too unusual."

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3. In summary, employee perceptions seem to reflect a "hang in there" attitude. Directorate employees do not reflect poor morale, although it would be less than honest to say it has not been affected. There have been precious few recommendations as to what can be done, to find some way of publicizing Agency successes, but even there, one recognizes the difficulty in doing so without jeopardizing sources and methods.

4. The above composite as well as all information received from the Offices has been reviewed by the Administration ~~Directorate~~ Management Advisory Group (ADMAG). No other distribution has been made. I leave it to your discretion whether this would be an appropriate time to distribute the above to the other Directorates.

ILLEGIB

John F. Blake
Deputy Director
for
Administration

STATINTL

TRANSMITTAL SLIP		DATE 10/8/75
TO: RFZ		
ROOM NO.	BUILDING	
REMARKS:		
<p>  brought in the attached paper for you at 1:25. ADMAG is meeting at 1:30 today and more comments from the group as a whole will be forthcoming this afternoon. </p> <p style="text-align: center;">nat</p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 35-8
WHICH MAY BE USED.

(47)

8 OCT 1975

MEMORANDUM FOR: Executive Officer, DDA

SUBJECT : ADMAG Review of your Paper on Employee Perceptions

Bob:

1. The ADMAG spent an hour this afternoon discussing your paper and ways that it might be improved. Actually, we have very little in the way of improvements to suggest. There was unanimous agreement that the summary you prepared caught the flavor of the diverse submissions with which you worked. However, it was the opinion of the group that the survey was hastily done and as a result the opinions which are being conveyed to the DCI as representative of the DDA Directorate are incomplete.

2. The changes which we suggest you make in the memo are as follows:

a. Delete the salutation "Sir:". It is a matter of personal preference, I suppose, but we felt that it should be either "Bill:" or nothing at all.

b. In Para 2.c., you noted that employees mean "to do an even better job on behalf of the Agency". Many of us felt that the way this comment was worded injected a subservient tone. We understand and agree with what is being said but we simply think it can be put differently.


c. In Para 2.c., we suggest that the wording be more direct, i.e., delete references to "Mr. Colby" and insert in their place "you" or "your" as appropriate. We also think that the respect that employees feel for Mr. Colby is due more to his personal traits than to his role as the representative of this Agency. To convey this we think the first sentence should read "by and large there is high praise and respect for Mr. Colby's honesty, forthrightness, character and leadership".

- 2 -

4. In the concluding sentence of Para 2.e., we believe the word "mission" should be inserted in place of "activities" since the former is a broader term and avoids potential reference to the acts which are currently under investigation by the Congress.

5. As a final note, we feel that many of the comments made by the individual offices and summarized in Para 3 reveal a deep sense of frustration. The existence of this atmosphere should be included in this paragraph although it does not necessarily mean poor morale. We also think that the word "negatively" should be added to the second sentence to make clear the direction in which Agency morale has been moving.

STATINTL


Personnel Officer
DD/S&T

15 September 1975

Membership List

Administration Management Advisory Group

STATINTL

<u>Office</u>	<u>Name</u>	<u>Room</u>	<u>Ext.</u>
MG Career Service		2F-28, Hqs.	5276
Communications		1B-16 Hqs.	4225
Finance		702 Key	2071
Joint Computer Support		GA 0519, Hqs.	4311
Logistics		7G-28, Hqs.	5700
Medical Services		1D-4061, Hqs.	6380
Personnel		6E-46, Hqs.	4267
Security		3F-22, Hqs.	7293
Training		1001 C of C	2200

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UNCLASSIFIED		CONFIDENTIAL		SECRET	
OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	Mr. [REDACTED]				
2	2F-28 Hqs.				
3					
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
Remarks: Jack Blake suggested I get this material down to you for ADMAG review. I put the summary memo together, but with no pride of authorship; if you disagree with any points I make, don't hesitate to let me know. Atts: Draft of memo to DCI, subject: Employee Perceptions (date of draft: 1 Oct 75) 1 cy ea. of DD/A 75-4467, 4638, 4535, 4536, 4517, 4524, 4469, 4528 re subject as above					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
[REDACTED]					
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